

Phil Norrey
Chief Executive

To: The Chair and Members of the
Appointments and
Remuneration Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

(See below)

Your ref :
Our ref :

Date : 7 February 2019
Please ask for : Karen Strahan 01392 382264

Email: karen.strahan@devon.gov.uk

APPOINTMENTS AND REMUNERATION COMMITTEE

Friday, 15th February, 2019

A meeting of the Appointments and Remuneration Committee is to be held on the above date at 1.00 pm in the Committee Suite - County Hall to consider the following matters.

P NORREY
Chief Executive

A G E N D A

PART I - OPEN COMMITTEE

- 1 Apologies for Absence
- 2 Minutes

Minutes of the meeting held on 15 January 2019, previously circulated.

- 3 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as a matter of urgency.

MATTERS FOR DECISION

- 4 Developing Joint Commissioning Arrangements for the Devon Footprint with the NHS Clinical Commissioning Group (Pages 1 - 4)

Joint Report of the County Solicitor and the Chief Officer for Adult Care and Health on Developing Joint Commissioning Arrangements for the Devon Footprint with the NHS Clinical Commissioning Group, attached.


5 Leadership arrangements for Children's Social Care (Pages 5 - 8)

Joint Report of the County Solicitor and Chief Executive on Leadership arrangements for Children's Social Care, attached.

PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED

NIL

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Membership
Councillors J Hart (Chair), A Connett, R Hannaford, J McInnes and A Leadbetter
Declaration of Interests
Members are reminded that they must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.
Access to Information
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Internet
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Webcasting, Recording or Reporting of Meetings and Proceedings
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<p>If you need a copy of this Agenda and/or a Report in another format (e.g. large print, audio tape, Braille or other languages), please contact the Information Centre on 01392 380101 or email to: centre@devon.gov.uk or write to the Democratic and Scrutiny Secretariat at County Hall, Exeter, EX2 4QD.</p>
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SatNav – Postcode EX2 4QD

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Contact Main Reception (extension 2504) for a trained first aider.

DEVELOPING JOINT COMMISSIONING ARRANGEMENTS FOR THE DEVON FOOTPRINT WITH THE NHS CLINICAL COMMISSIONING GROUP

Report of the County Solicitor & the Chief Officer for Adult Care and Health

Recommendation: that the Committee:

- (a) endorse the proposals and note the resultant changes for the Head of Adult Social Care Commissioning
- (b) note within the proposal that there will be 2 joint posts operating across the geography of the county of Devon, one being the DCC employed Head of Adult Social Care Commissioning the other being the NHS employed Joint Associate Director of Commissioning
- (c) Approve the change of job title for Tim Golby from the Head of Adult Social Care Commissioning to Joint Associate Director of Commissioning.
- (d) Note the induction/orientation proposal for the NHS employed manager.

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### **1. Introduction**

- 1.1. The County Council has been working with the 2 Devon CCGs to develop joint commissioning arrangements.
- 1.2. An opportunity has arisen to consider some leadership arrangements in the DCC footprint of the Devon system around integrated commissioning following the recent CCG restructure.
- 1.3. This proposal will complement the integrated commissioning design and other changes taking place around co-location at County Hall and risk sharing arrangements.
- 1.4. The key reason for progressing with these changes is:-
  - It will benefit our population and make more likely delivery against the 4 STP strategic priorities of:
    - Enable more people to be health and stay healthy
    - Enhance self-care and community resilience
    - Integrate and improve community services in people's homes
    - Delivery of modern, safe and sustainable services.
- 1.5 Plus early adoption of these arrangements is also likely to:
  - Improve alignment of NHS and social care activity (planning, delivery and efficiency of processes)
  - Provide single leadership contact and focus to key commissioning partners including NHS providers, District Councils, Independent sector contractors and the voluntary sector partners
  - Demonstrate clear commitment to commissioning staff across the CCG and the County Council that a new model of integrated commissioning is being constructed whilst concurrently co-locating staff onto the new County Hall site as part of the model of commissioning.
  - Bring financial savings as we join up processes and commissioning activity and governance across health and care.

# Agenda Item 4

## **2. The Proposal**

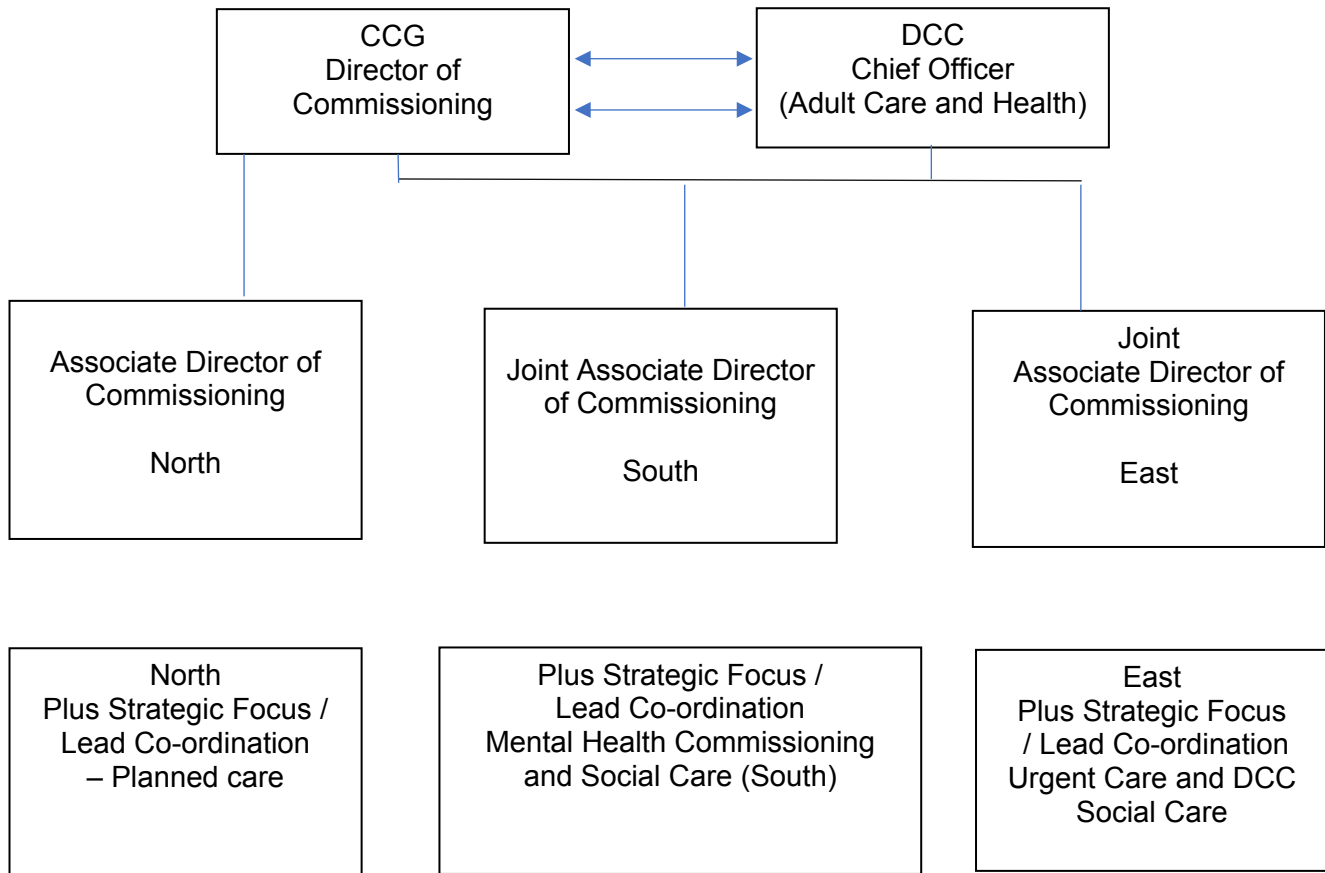
- 2.1. The proposal is to test new leadership arrangements for a 12 month period with effect from the 1<sup>st</sup> April 2019. The proposals use existing posts/postholders. There will initially be 2 joint leadership posts with an option add a third post at a future date. This is shown in Appendix A.
- 2.2. One of the joint posts is the current Head of Social Care Commissioning, Tim Golby. The other is an NHS employed role – Joint Associate Director of Commissioning – These 2 employees would be seconded into the new joint roles for a period of 12 months.
- 2.3. The model agreed is a hybrid of place based leadership and lead coordination (LC) of specific commissioning areas. This is also shown in Appendix A.
- 2.4. As the integrated commissioning approach is being established there will need to be considerable flexibility on working style, approach and portfolio's as appropriate. Both joint posts will represent functions and other place based geographies as appropriate operating a matrix approach to commissioning activity.

## **3. Financial and Other Implications**

- 3.1. The Clinical Commissioning Group will fund 50% of the employment costs of the new role that Tim Golby will undertake. There is no proposal to make any changes to their salary.
- 3.2. A revised job description has been drafted to explain/expand upon the revised responsibilities for the new role of Joint Associate Director of Commissioning. This will be further developed as these arrangements are tested over the next 12 months and reviewed at the end of the period.
- 3.3. As a result of the new responsibilities there is a need to create some capacity. Therefore some of Tim Golby's currently responsibilities will be delegated on a temporary basis to a member of his team. It is proposed that the areas identified will be offered to one of his current 6 direct reports following an internal process. The identified person will continue to report to him, with Tim remaining accountable for these areas of activity.
- 3.4. Adult services, with support from other service areas, will need to ensure the induction/orientation of the NHS employee who will undertake the 2<sup>nd</sup> new joint leadership post. This is to ensure that they are aware of the DCC financial, policy, process and political responsibilities whilst operating in a joint management role.
- 3.5. A report at the end of the 12 month period will confirm the outcomes of the testing of the new management arrangements and the proposal for the longer term.

## **4. Conclusion**

- 4.1. It is recommended that the Appointments and Remuneration Committee consider and agree the proposals.

**Commissioning Directorate – CCG (DCC Footprint)**

**Jan Shadbolt, County Solicitor &  
Jennie Stephens, Chief Officer for Adult Care and Health**

**[Electoral Divisions: All]**

**Local Government Act 1972: List of Background Papers**

Contact for enquiries: Jacky Wilson, Head of HR  
Telephone: 01392 383000 Room 155A

| <b><u>Background Paper</u></b> | <b><u>Date</u></b> | <b><u>File Reference</u></b> |
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## **Leadership arrangements for Children's Social Care**

### **Report from the County Solicitor and the Chief Executive**

**Recommendation:** that the Committee:

- (a) Endorse the permanent appointment of the current temporary Head of Children's Social Care with immediate effect to permanently fill the role of Head of Children's Social Care without a further recruitment campaign.
- (b) Agree the continuation of the 20k market supplement for the role.

#### **1. Background**

- 1.1 The Appointments and Remuneration Committee were unable to recruit directly to the Head of Children's Social Work, following a third recruitment process held in November 2016. Therefore, an Executive Search and Selection agency was contacted.
- 1.2 The current temporary post holder, introduced by the Executive Search & Selection agency, accepted the role on a fixed term contract. This commenced on the 4<sup>th</sup> December 2017 for a 2 year period and will expire on the 4<sup>th</sup> December 2019.
- 1.3 The improvements made within Children's Social Work must be sustained and the post holder will need to continue to ensure that the service attains a 'good' outcome in the next stage of the Improvement process. It is critical for both service delivery and the workforce that there is leadership stability.

#### **2. The Current Position**

- 2.1 Nationally, there is a shortage of experienced candidates for permanent senior leadership positions in Children's Services. The challenge for Devon has been identifying a candidate with the right level of skills, experience and a proven track record of delivery, in a post at this level, which enables Devon to continue to deliver the service improvement agenda against the future financial challenges for the Authority.
- 2.2 The previous 5 occasions where the Council has attempted to conduct a permanent recruitment and selection process, has resulted in no applicants applying for the role, despite significant costs being spent on the attraction campaigns. Approx. £6000 was spent in the April 2017 campaign.
- 2.3 An appointment to the role was made in May 2017 via a recruitment agency, however, the candidate didn't perform at the level required and left after 5 months period by mutual agreement.

# Agenda Item 5

- 2.4 Although the interim market appears buoyant, it is lacking candidates with a proven track record and experience of operating at the required level in a Council of Devon's size. Feedback from other Councils is consistent in that they are struggling to recruit and, in some cases, have recruited weak interims. Recent research of agency rates for interims operating at the required level has been undertaken and the majority of interims are seeking a minimum of £900 per day. This equates to £234,000 per annum.
- 2.5 The current salary for the permanent role is £100,825 per annum. Following a benchmark exercise via the e-paycheck system, which is a national database of all councils' salary information, it has been identified that there are several councils paying a higher basic salary than Devon. E-paycheck does not give information about market supplements being paid in addition to the published salary.
- 2.6 The current temporary Head of Children's Social Care commenced his employment with DCC on 4<sup>th</sup> December 2017, on a 2 year fixed term contract, which expires on 4<sup>th</sup> December 2019. The post holder was introduced to the Council by an Executive Search & Selection agency, as no applicants applied directly to the Council, through the recruitment campaign. The Executive Search & Selection agency charged £23,770 for the introduction. The current post holder is paid the £100,825 salary plus an annual market supplement of £20,000.
- 2.7 The current post holder, Darryl Freeman, was appointed following a recruitment process that involved a young person's interview panel, psychometric tests, an interview with a psychologist, written and numerical tests and a formal interview with the portfolio lead for Children's Services, and 2 Chief Officers.
- 2.8 A Market Supplement can be attached to a role where recruitment and retention difficulties have been experienced and can be evidenced. It is payable for a 12 month period subject to normal deductions and should be reviewed annually. If market conditions were to change the postholder is given 12 months notice of the supplement ceasing.

The market supplement is necessary for Devon's post to be competitive in this challenging market, with the shortages of strong fields of candidates, that is being experienced and reported nationally.

- 2.9 It is proposed that to continue to provide robust and effective leadership and continuity and sustainability to enable Devon to continue its improvement journey, the current post holder covering the Head of Children's Social Care role, should be offered a permanent contract without a further recruitment campaign. The offer should be made on the same terms to include the annual market supplement. This will provide the stability Devon requires and in a period of austerity, avoid additional costs of attraction campaigns and/or executive search fees, that will unlikely produce the calibre of candidate that we are seeking.
- 2.10 This proposal has been discussed with the recognised Trade Unions and they understand the reasons behind the proposal. There are occasions when a fixed term contract is changed to a permanent contract. This proposal meets the criteria. i.e. the performance of the post holder is satisfactory, there is not a suitable candidate on the redeployment register, at the initial appointment there was a formal recruitment process and the TU's have been informed.

## 3. Conclusion

- 3.1 It is recommended that the Appointments and Remuneration Committee endorse the proposal.

**Jan Shadbolt, County Solicitor &  
Phil Norrey, Chief Executive**

**Electoral Divisions:** All

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Email: [jacky.wilson@devon.gov.uk](mailto:jacky.wilson@devon.gov.uk)

